A Study of Mitigation of Work-Family Conflict in Hybrid Working Style Concept in the IT Industry

SHORT SYNOPSIS

Submitted in partial fulfillment of the requirement of the degree of

DOCTOR OF PHILOSOPHY

to

Manav Rachna University

by

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Supervisor
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ABSTRACT

Role Conflict is a phenomenon that occurs due to competing demands from different roles performed by every individual. Role Conflict is one such phenomenon experienced by everybody at any point in time in their lives. Here, the point of contention is Role Conflict experienced by working people due to competing demands from their work life and family life. So, for this study Role conflict is referred to synonymously as Work-Family Conflict. Work-Family Conflict is an important area and it affects both work and family life. In the present times, it becomes all the more important to study work-family conflict, the reasons leading to work-family conflict, its consequences, and its impact on the organizational and personal domains of every working individual. With Pandemic induced Remote Working and the emergence of a new Normal Working Style i.e. Hybrid Working Style, it becomes imperative to study the work-family Conflict faced by IT Professionals as the IT Industry is the one which was working in the remote working style for the longest period during the Pandemic and also IT Industry will be the one paving the way for Hybrid Working for other industries. So, there is a need to study Work-Family Conflict experienced by IT Professionals and how this conflict can be mitigated in this new Hybrid Working Style Concept so that employee performance is maximized along with a proper balance that is achieved in the employee's professional and personal lives and a positive work-life balance is achieved. The present study aims at mitigating Work-Family Conflict in Hybrid Working Style Concept in IT Industry.

Keywords: Role Conflict, Work-Family Conflict, IT Industry, Hybrid Working Style Concept, Employee Performance

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Introduction

Role Conflict occurs when an individual experiences contrasting demands in terms of time and attention. Role Conflict is said to occur when these contrasting demands create a situation of imbalance for an individual to perform these duties and responsibilities. Role Conflict is one such experience that is felt by every individual at any point in time in their lives. Talking specifically about working life and working environment, Role Conflict is an experience exhibited by working professionals when they are faced with contrasting demands in terms of time and attention that it becomes difficult for the working professional to perform their duties efficiently and effectively. This "Role Conflict" in terms of working professionals is termed "Work-Family Conflict". It can be defined as " a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect" (Greenhaus and Beutell, 1985). In the present times, the working culture is experiencing a shift with more and more women's workforce participation and a very competitive working environment leading to more conflicting situations in employee's personal and professional domains. These conflicting situations lead to inter-role conflict defined earlier as Work-Family Conflict which forms the base of the present study. Also, in the present competitive time, it is important to resolve this conflict as it has many consequences on the personal and professional front. Work-Family Conflict leads to lower job performance and more stress. Work-family conflict negatively affects employee output and the implementation of work-family conflict coping strategies mitigates this conflict and impacts employee performance positively (Dewiana Novitasari, Masduki Asbari,
2020). Work-Family Conflict impacts an individual's personal and professional lives.
Therefore it becomes imperative to resolve or minimize this conflict. Also, in these dynamic and uncertain times, the working style is completely changed. Covid-19-induced lockdowns made way for newer styles of living and working. People's perception of their life and work has changed and this changed perspective calls for fresh research to be done in the area of Work-Family Conflict.

Literature Review

Eshak et al., (2021) researched Egyptian civil workers to comprehend the factors leading to the work-family conflict before the pandemic. Family and work-related situational factors are the most predominant factors for this conflict followed by Behavioural and Health-Related factors.

Zhisheng Chen (2021) conducted a study to understand the effect of working from home due to lockdown on professional lives and the associated HR response to it. Working from home has its pros and cons. Although it provides flexibility, there is a lack of direct interaction among employees. There should be proper organizational support to create work- from-home culture in the best possible manner.

Barbieri et al., (2021) used Job Demands Resources (JDR) to understand how job demands affect employees' standard of living during the pandemic. The study analyzed the impact of working from home on employees' quality of life as this work-from-home culture resulted in an increased conflict between the personal and professional lives of the employees.

Zoonen et al., (2021) conducted a study on Finnish employees to understand employees' adjustment to remote work. Three categories of factors are very important for this adjustment namely Structural Factors, Relational Factors, and Contextual Factors. Structural Factors make this adjustment easy whereas relational factors negatively affect this adjustment.

Asbari et al., (2020) researched about "impact of work-family conflict on employee performance and job satisfaction". From the research, it was concluded that Work-Family conflict negatively impacts job satisfaction but it does not directly impact these women's performance. Work-family conflict impacts employee performance via job satisfaction.

Dewiana Novitasari, Masduki Asbari (2020) researched part-time employees to understand the conflict arising out of their dual performance of family and work roles and how they impact employees' overall productivity. The research also talked about a model for increasing employee performance by implementing work-family conflict coping strategies. In this research readiness for change was the mediator between work-family conflict and employee productivity.

Etemadinezhad et al., (2020) conducted research to study the work-family conflict among teachers. The study concluded that the level of work conflict with family was more than the family conflict with work among the teachers. Although Time-Based, Pressure-Based, and Behaviour-Based Conflict contributes to overall conflict, Time-based conflict contributes more to the overall conflict. There was a lack of relationship between demographic factors/ variables of the teachers with work-family conflict.

Fisher et al., (2020) studied the impact of Covid-19 on the Community, work, and family. The covid-19 pandemic resulted in working from home for a lot of jobs and at the same time closure of schools and support facilities leading to a very uniquely difficult situation wherein managing the work-life balance has become very difficult and work-family conflict has increased very much.

Vaziri et al., (2020) used a Person-Centered approach to study how work-family conflict and enrichment are affected by the Covid-19 pandemic and how it can be ensured that employees function efficiently and effectively. They studied pre-pandemic and during-pandemic experiences to understand work-family conflict levels and how employees cope with this conflict and how things have changed on those fronts due to the pandemic.

Aboobaker et al., (2017) conducted research on 5 sectors namely IT, ITES, Banking, Insurance & Telecom to understand the relationship between work-family conflict, family-work conflict, and employees' Turnover Intention. Work-Family Conflict, Family-Work Conflict, and Turnover Intention are positively correlated. ITES sector employees have the highest TI followed by IT sector employees. To tackle this problem there is a need for organizational support, compassionate supervisor support, family support, and work-from-home flexibility.

Nimitha Aboobaker, Dr. Manoj Edward (2017) conducted research on Indian female IT employees to understand the impact of work-family conflict and family-work conflict on job and family satisfaction with psychological well-being acting as the mediator. "Work-family conflict correlated with job satisfaction and family-work conflict correlated with life satisfaction". Psychological well-being impacts both job and family satisfaction. Work-family conflict is on the rise and there is a need to resolve this conflict.

H. Shellae Versay (2015) conducted research to understand the relationship between negative spill-over, control strategies, and mental and physical well-being and found that positive reappraisals act as a protective cushion for both men and women, and negative spill-over leads to more work-family conflict. Therefore it is needed that control strategies must be used to cope with this conflict.

Winefield et al., (2014) studied the influence of job autonomy, job demand, and work-family conflict on employee well-being and their organizational commitment and concluded that work-family conflict makes a vicious circle leading to physical health issues that in turn leads to more perceived work-family conflict and affecting employee well-being.

Major et al.,(2013) researched the coping strategies to manage work-family conflict. Multiple Role Managing is a new concept that needs to be adopted which means "Conscious or unconscious use of affective, cognitive and behavioural resources capitalize on opportunities or to cope with demands of different roles to enhance individual functioning and well-being." People use preventive and episodic coping to deal with work-family conflict.

B. Aiswarya, G. Ramasundaram (2013) conducted research to study the reasons for work-family conflict and its consequences for women in the Indian IT sector in Chennai. The probable causes for the same are considered to be "organizational commitment, organizational climate, job involvement, work exhaustion, work-thought interference, perceived work, and family demand, job autonomy, and family involvement" and it was concluded that "The three predominant factors for work-family conflict – time-dimension are work exhaustion, work-thought interference, and perceived workload in the order of merit".

Debra A. Major and Valerie J. Morganson (2011) developed a framework to study the role of supervisors in dealing with work-family conflict. A good supervisor-subordinate relationship goes a long way in resolving work-family conflict and four coping strategies were discussed in this research namely "Preventive Problem Focussed Coping, Preventive Emotion-Focussed Coping, Episodic Problem-Focused Coping, and Episodic Emotion-Focused Coping". The research also divulged into informal flexibility given by the supervisor to resolve this work-family conflict.

Hammer et al., (2011) researched to study the impact of supervisor training followed by self-assessment to use more work-family interventions to resolve family-work conflict. They concluded that the training resulted in a positive effect for employees experiencing high family-work conflict and the reverse was observed for employees experiencing comparatively low family-work conflict. A High family-work conflict had an impact on employee job satisfaction, physical health, and their Turnover Intention.

Meghan P. Jones (2010) developed "a measure to capture preventive coping with work-family conflict. The measure consists of five factors indicating different ways in which individuals may preventively cope with work-family conflict: accumulating resources, strategic planning, cognitive structuring, withdrawal from family, and withdrawal from work."

Aminah Ahmad (2008) developed a model to study the impact of work-family conflict on employee performance and it was concluded that Work-family conflict leads to employees' emotional exhaustion and reduced job satisfaction all of which have a negative impact on employees' job performance.

Allen et al., (2000) studied the consequences of excessive work-family conflict namely "Job Satisfaction, Organizational Commitment, Absenteeism, Job Performance turnover, Life Satisfaction, Marital satisfaction, and Family Satisfaction, psychological strain, somatic & physical symptoms, Depression, Substance abuse, burnout." There are serious outcomes that impact an individual, organization, and society also. Therefore, they must be resolved and these aspects need to be studied in more detail.

Aminah Ahmad (1995) studied work-family conflict experienced by married working women and what techniques they employ to resolve this conflict using "Hall's (1972) model of coping with role conflict". The researcher also studied the effectiveness of these strategies in resolving this work-family conflict.

Douglas T. Hall (1972) studied work-family conflict experienced by married women and presented a model for Role Conflict Coping encompassing various strategies that the respondents used to resolve this Role Conflict.

Research Problem

The Title – *" A Study of Mitigation of Work-Family Conflict in Hybrid Working Style Concept in IT Industry"* is selected to understand the level of Work-Family Conflict experienced by Indian IT Professionals in a Hybrid Working Style. The point of contention is the Work-Family Conflict experienced by working people due to competing demands from their work life and family life. So, for this study Role conflict is referred to synonymously as Work-Family Conflict. A knowledge of their Conflict levels will pave way for further study about its impact on employee performance of IT Employees as Work-Family Conflict is one such phenomenon that impacts both the family and work domain of an individual. Lastly, this impact makes room for further research about how this conflict can be resolved or minimized to the best possible extent in the Hybrid Working Style.

The Rationale of the Study

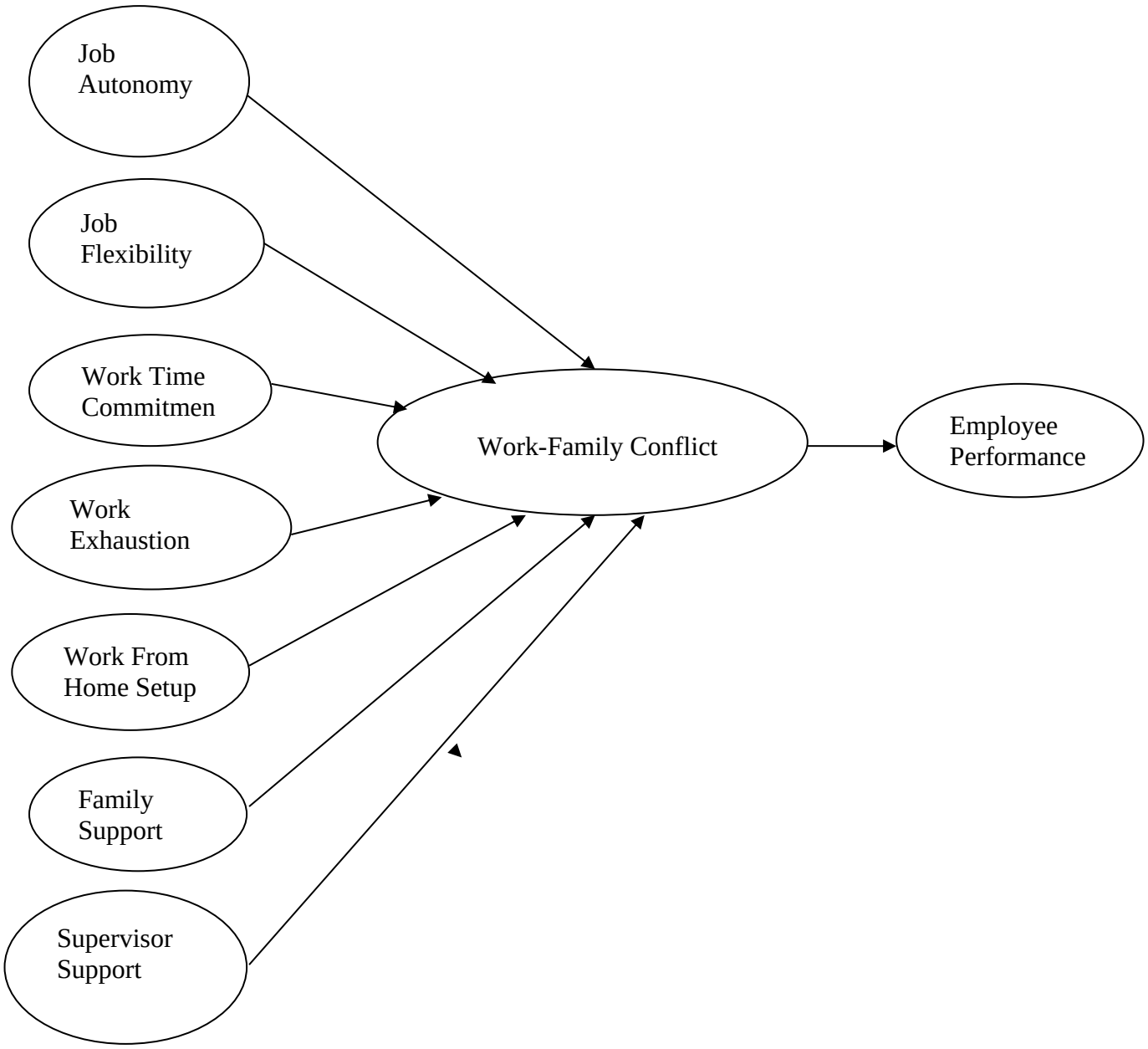
Work-Family Conflict as a concept has been studied previously also and it is an important aspect that needs to be studied further with changing working environment. Work-Family Conflict lies at the center of an individual's life as it impacts all aspects of an individual. Therefore, it is necessary to study the impact of Work-Family Conflict on professional and personal domains in terms of employee performance. In this changing landscape of working due to the Covid-19 Pandemic, it becomes all the more imperative to study how an employee faces work-family conflict and how it impacts their performance. Finally, there must be some ways, techniques, or interventions that can be used to mitigate this work-family conflict. These interventions can be adopted on an employee's level or there can be organizational changes that can help in minimizing this conflict.

Proposed Research Objectives

The research aims to understand the following aspects in terms of the following proposed objectives:

1. To analyze the Work-Family Conflict of IT employees in a Hybrid Working Style.
2. To study the effect of Work-Family Conflict on employee performance in the Hybrid Working Style Concept in the IT Industry
3. To study and suggest strategies effective in mitigating Work-Family Conflict in Hybrid Working Style Concept in IT Industry
4. To attempt to propose a model understanding the relationship between Work-Family Conflict and Employee Performance in Hybrid Working Style Concept in IT Industry

Proposed Conceptual Framework



Proposed Research Design and Methodology

Research Method

The proposed research will be descriptive survey research to explore the phenomenon of Work-Family Conflict in Hybrid Working Style in the IT Industry. It may drift towards the Qualitative side.

Population

IT Employees working in the geographical location of Mumbai Metropolitan Region (MMR) and Pune

Sample

A sample size of approx. 400 IT employees working in MMR and Pune will be targeted for the research.

Sampling Technique

Cluster Sampling will be done.

Data Collection

- **Primary Data**

  Primary Data collection will be done using a Questionnaire well-tested for reliability and validity. The research may drift towards the qualitative side and in that case, Interviews will be used to collect the primary data.

- **Secondary Data**

  Secondary data will be existing literature related to the research. Also, case studies and the latest news related to the area will serve as an additional source of secondary data.

Statistical Techniques

Appropriate statistical techniques will be used.

Targeted IT Companies

Top 5 IT Employers in MMR & Pune

Companies in MMR		
S. No.	Company Name	Total Employee Strength (Approx.)
1	TCS	606331 (June 2022)
2	Wipro	231671 (2021)
3	Accenture	710000 (2022)
4	Capgemini	340700 (2022)
5	Atos Syntel	104430 (2020)

Companies in Pune		
S. No.	Company Name	Total Employee Strength (Approx)
1	Infosys	276319 (2021)
2	HCL Technologies	208877 (2022)
3	Cognizant	341000 (2022)
4	Tech Mahindra	141193 (2021)
5	Persistent Systems / Mindtree	21000+ / 38518 (2022)

Expected Outcomes

The study is an attempt to understand how much IT employees experience work-family conflict in the Hybrid working Style and how it impacts employee performance. The study will throw some light on some interventions or strategies that can mitigate this conflict in the Hybrid Working Style and make it a more satisfying working experience for the employees, thereby enhancing their performance and maintaining a healthy work-life balance. The study will be an attempt to propose a model to understand the relationship between Work-Family Conflict and Employee Performance in Hybrid Working Style Concept in IT Industry. The findings of the study shall be of importance to the organizations also as to how they can transition smoothly into the Hybrid Working Style and achieve optimum performance from their employees.

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